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13 FEB 1984

MEMORANDUM FOR THE RECORD

25X1 FROM: OC-FND/SAG/ESB
25X1 SUBJECT: CIA Goals & Principles - What Should They Be?
REFERENCE: OC-M84-082, same subject, dtd 30 January 1984

- Purpose - Provide the highest quality intelligence required for national security. This intelligence, in order to be of the highest quality, must comprise an optimum mix of targetting, timeliness and intellectual integrity.
- Organization - Operating and support elements must, within constraints of security, work together with candor, interdisciplinary motivation and mutual respect. Support elements must see the implementation and fruition of their efforts.
- Ethics - Work unceasingly to maintain and enhance the honor and overall integrity of the Agency.
- Don't exploit security so as to conceal errors or evade governmental constraints.
- Don't use "turf" to conceal error, incompetence and failure.
- Avoid all conflicts of interest.
- Never use privileged information for personal gain, career or otherwise.
- People - Guarantee secure employment, adequate compensation, recognition and a feeling of accomplishment to all deserving employees.
- Strive not only to acquire the best people, but also to place your own people in positions where they can be most valuable. This may sometimes mean giving up your best people to other elements.
- Equal opportunity.

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SUBJECT: CIA Goals & Principles - What Should They Be?

Management - Provide an oversight mechanism for all personnel and technological development. Too often one observes wasteful duplication of effort; this frequently results from improper compartmentation of efforts.

Managers must obtain the respect of all personnel - in both vertical and lateral lines of command.

Give a clear statement of goals and activities to all personnel.

Managers must demonstrate ability to look ahead, foreseeing opportunities and problems.

Consider having employees grade their supervisors; this procedure is often found in universities where students are asked to grade their teachers.

Measure Of Results - Define measurement parameters to be employed at the beginning of each significant project.

Quantify endproducts for each project.

As part of the measurement process, critique each major project following the completion of significant phases.

Standards - Obtain the professional respect of all USG elements and appropriate foreign elements.

Intellectual integrity.

Foresee, meet and surpass "consumer" needs in both quality and targetting.

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/s/

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